

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

D/OTE  
1026 CofC

EXTENSION

NO.

OTE 83-1039

DATE

30 November 1983

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. EO/DDA  
7D24, HQS.

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ADDA

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DDA

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Attached is a memorandum elaborating on the remarks I made at the [redacted] Office Directors' Conference relating to the MG Career Service and an alternate method of developing support officers. I circulated my memo in draft to a couple of people for comments, and I have attached a copy of a thoughtful memo I received from Allen Elkins pertaining to my paper.

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OTE 83-1039

30 November 1983

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Director of Training and Education

SUBJECT: Proposed Alternate Approach for Support  
Officer Development

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1. As evidenced by my comments at the recent DDA Office Directors' meeting, I believe the Directorate should consider an alternative to the MG Career Service concept to provide general support officers for Agency-wide assignments. My basic reasons for being concerned about this problem are:

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b. Narrow career development and parochialism are problems in the DDA--just as they are in the other directorates. Rotation and cross-fertilization schemes involving people at developmental stages of their careers have failed. We act and think in terms of office careers rather than directorate careers. One need only look at the current M Career Service senior officers for proof. Rather

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SUBJECT: Proposed Alternate Approach for Support Officer Development

than continuing to accept this, I propose we do everything we can to change the situation. My proposal for an alternate approach to providing general support officers would be a positive step in this direction.

2. What is proposed, essentially, is that we build up in the various DDA Career Sub-groups a corps of officers who have the training and systematically receive the experience to qualify them to encumber general support officer positions. Key to any success would be a degree of discipline and nonparochialism that has not been displayed to date--but which is both attainable and desirable. Basically, the proposal entails:

a. Recruiting CTs who have the background, interests, and personalities that indicate high potential for general support work.

b. Tailoring the training of these CTs to ensure that they receive in-depth training in Field Administration, operations familiarization, introduction to analysis, and interim assignments to at least two DDA offices other than that to which they will be assigned.

c. Assigning these officers to DDA offices based on individual preferences, skills, background, and the needs of the Service.

d. Monitoring the careers of these officers so that they are prepared for and available to be rotated to general support positions from time to time throughout their careers. This monitoring would entail joint responsibility between the office of assignment and the Office of the DDA.

e. Permitting the MG Service to continue to function as has been the case until the present MG careerists have phased out and the corps of officers proposed herein has been built up.

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f. Converting present "MG" slots to "M" to indicate unrestricted DDA incumbency.

3. People who disagree with this proposal argue that it would result in general support officers having less expertise than at present. This need not be the case if we are effective in our management of the assignments and training of the officers involved. On the contrary, one could argue that the process would add in-depth knowledge of the DDA to the more traditional skills of the generalist. Worthy of some note in this regard is the fact that our history is replete with cases where competent DDA officers from individual DDA Career Sub-Groups have had highly successful tours as support officers in MG positions--and in some instances with far less preparation and experience than is involved in this proposal. Competence and not Career Service labels is the key.

4. Adoption of the alternate approach would result in, over time, the various DDA offices having highly qualified and experienced officers rotating in and out of their mainstream activities who would bring to the offices rich experience in substantive areas throughout the Agency--both at Headquarters and in the Field. In turn, these same officers could take to their general support assignments not only the traditional MG skills, but also the knowledge of the workings and capabilities of the DDA that only comes from a day-to-day involvement in its activities at the Office level. One would hope that they would serve as even better "DDA representatives" than is the case at present.

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04 NOV 1983

MEMORANDUM FOR: Director of Training and Education

FROM: Allen R. Elkins  
Director of Finance

SUBJECT: Your memorandum dated 26 October 1983 on  
Proposed Alternate Approach for Support  
Officer Development

*Hal -*

1. I very much appreciate the opportunity to read and comment on your paper concerning support officer development. I know you have long felt that some basic changes were in order and that we could abolish the MG service through the alternate approach which you have proposed in your paper.

2. The alternate approach you suggest seems perfectly logical and reasonable on paper. However, I believe there are some inherent complications that will arise between the needs of the DDA service (which the MG careerist supports) and the various functional sub-career services in the Directorate. Let me try to explain what I mean. I am in complete agreement with you that the MG service could and should make greater use of some of the best young talent we have in the functional offices by giving them rotational assignments in MG jobs, particularly those jobs overseas. As we know, the MG service has occasionally done this, however, they usually have asked the functional offices to fill the less desirable jobs that come up overseas which the MG careerists do not want. As a matter of policy, I would like to have some of my best young finance officers serve a rotational tour in the MG career service. Indeed, some finance officers have successfully completed overseas tours in MG jobs. However, to completely abolish the MG service, as a separate entity, by spreading those positions among six or seven DDA offices would create a serious management problem in the Directorate. For example, consider this scenario. Take the present MG cadre and spread it fairly equally between six or seven DDA functional offices and assign career sub-group designations accordingly to the officers. The Associate Deputy Director for Administration, as head of the MG service, would then look to the Office Directors for appropriate candidates to replace the officers now in the MG jobs when replacements were needed. In turn, the DDA offices would absorb certain MG officers as they rotate back from from overseas on completion of their tour and so forth. Using this scenario, it is readily apparent that we have not "abolished" the MG service, we have merely spread it among the DDA offices.

3. You have suggested a "build-up" process by identifying young CT's who show promise and allowing the offices to program



them for MG-type assignments. This would give us the opportunity to carefully select the best candidates for MG assignments. However, since these assignments, across-the-board, would be rotational in nature the Office Directors would be faced with the problem of assigning overseas returnees and making available equally qualified candidates to replace them upon call from the A/DDA. I believe this would create a conflict between the ability of the Office Directors to make the right people available and the responsibility of the A/DDA to meet the Directorate needs. The A/DDA would also lose a great deal of flexibility to plan and program assignments and to always obtain the person he believes is the best candidate for the job. Given this situation, it would be impossible to equally sustain the desires of the Office Directors and the A/DDA simultaneously. Something would have to give and in all probability it would be the Office Directors acceding to the judgment and decision of the A/DDA.

4. It is possible that something less than total abolishment of the MG service would be a viable option for the approach that you suggest. In other words, a core or cadre of MG officers augmented by a much healthier representation (perhaps one-third or one-half) from the DDA functional offices who would be serving at any given time on rotation to general support positions. In any event, I believe this would be easier to manage than a total "either/or" situation. I share your view about the continuing parochialism that exists between the various DDA offices. However, I believe that parochialism is much less in evidence today, particularly among the Office Directors, than it has been in times past. The reason I say that is because at least half of the present DDA Office Directors did not grow up in one specialty nor have they only served in the Office they now direct. Therefore, the climate is better today than it has ever been for the infusion of CT's in most of the DDA offices. The Offices of Security, Communications, and Medical Services will probably continue to be outside that loop although Office of Security could, in my opinion, benefit from receiving CT's as part of their junior officer cadre. I also believe that the DDA needs to pursue a much greater cross-rotational policy between the DDA offices in the GS-13 through GS-15 grade level. We know that people such as [redacted] can and have done extremely well performing in jobs completely outside of their home office. [redacted] is, of course, a DDA officer at this time having converted his career service designation after I recruited him. I had planned that he would be the replacement for [redacted] but now I don't know how that will work out.

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5. In sum, I believe your proposal would, de facto, recreate the MG service in the various DDA offices. At the same time, however, it would create new management problems that would be tough to sort out among Office Directors who must

make people available upon call and the DDA who would want certain people from the offices who would not always be available at their behest. While the MG service is not perfect, and it certainly needs an infusion of CT's at the junior level today, I believe that if we did not have the MG service, we would have to invent it.



Allen R. Elkins

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